



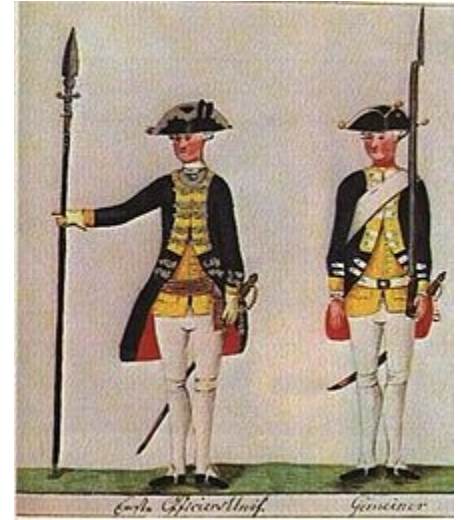
The Future of Operational Contract Support

December 2015

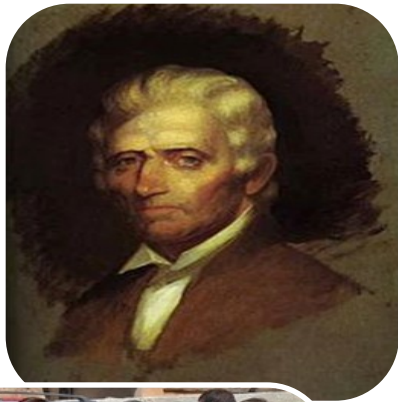
Jim Lariviere
Interim Executive Director



CONTRACT SUPPORT (MERCENARIES) THROUGH HISTORY



CONTRACT SUPPORT THROUGH US



BOTTOM LINE

**“...WE SHOULD ACKNOWLEDGE THAT
[OPERATIONAL CONTRACT SUPPORT] IS
NO LONGER A NICHE CAPABILITY...
CONTRACTORS ARE PART OF OUR
TOTAL MILITARY FORCES.” GENERAL
MARTIN DEMPSEY, CJCS 18**

THE OPERATIONAL CONTRACTING

LOGISTICS AND SUPPORT

- Logistics
- Aviation
- Construction
- Maintenance
- UXO/Demining
- Transport
- Medical Services
- Supply
- Shelter
- IT Infrastructure

PRIVATE SECURITY COMPANIES

- Site protection
- Convoy
- Private Security Detail
- Threat Assessment
- Intelligence
- Risk Management

SECURITY SECTOR REFORM AND DEVELOPMENT

- SSR
- Training
- Economic Development
- Crisis Mitigation & Recovery
- Governance
- Rule of Law
- Law Enforcement
- Development

INDUSTRY SUPPORT ORGANIZATIONS

- Law Firms
- Insurance
- Consultants Accounting or Financial
- PR/Marketing
- Reputational
- Staff Augmentation Recruitment

Minimizing Footprints

Military downsizing

- **Smaller deployments**
 - Shorter duration
 - Political concerns
- **Outsourcing services**
- **All volunteer militaries**

Int'l Peacekeeping

- **Almost Westernless**
- **Smaller militaries needing specialized support**

Militaries prefer to focus on core mission

- **Outsourcing makes sense**

FUTURE OF OCS

VALUE TO GOVERNMENTS AND MILITARIES

- **SURGE CAPACITY**

- VAST GLOBAL RESOURCES AVAILABLE ON SHORT NOTICE**

- BROAD CAPABILITIES AND NICHE SPECIALIZATIONS**
 - SPEED OF DEPLOYMENT**
 - INSTANT EXPERTISE**

- **CONTROL**

- CONTRACTORS HANDLE OVERSIGHT REQUIREMENTS**
 - POORLY PERFORMING CONTRACTORS ARE REPLACED OR TERMINATED**

- CONTRACTS CAN BE MODIFIED QUICKLY**

- **POLITICAL ADVANTAGES**

- CONTRACTORS NOT VIEWED SAME AS SOLDIERS**
 - LESS POLITICAL RISK IN POLITICALLY SENSITIVE AREAS**

- CONTRACTOR AS “FALL GUY”**

FUTURE OPERATIONAL CONTRACTS?



Operational Contracting Support - The future is now

Air Force hiring contractor pilots, sensor operators and maintainers for Reapers

By Jeff Schogol, Staff writer 7:52 a.m. EST December 2, 2015

Faced with an ongoing shortage of remotely piloted aircraft operators and the need to train more RPA pilots, the Air Force is hiring civilian contractor pilots, sensor operators and maintainers for MQ-9 Reapers, officials said. The contractors are only involved with intelligence, surveillance and reconnaissance missions, said Maj. Genieve David, a spokeswoman for Air Combat Command.

“Those intelligence collection missions do not involve an airstrike,” David said in an email Tuesday to Air Force Times. “They will not involve engaging targets or lasing targets.”



AirForce
Times

Operational Contracting Support - Future Trends

- **Industry is here to stay even as it searches for new markets**
- **Formalization of the relationship between the military and industry will continue and must be based on a strong legal basis**
- **The industry is likely to grow across the range of military operations in response to requirements from government**
- **As Iraq and Afghanistan transform/downsize, both DOD and industry must prepare to be more expeditionary**
- **Contract vehicles must be more flexible/responsive (ContingencyCAP)**
- **DOD and industry should consider innovative constructs (Contractor Task Forces)**

Future of OCS – Government's Role

- Cultural Change Needed – Contractors not valued within military system
- Strategic leadership needed to improve contractor use
- OCS should be incorporated into military education
- OCS should be included in exercises
- Planning for the future use of contractors is essential